



5 Minute Activity

Hiring is the Most Important Thing We Do

Read the following excerpt from *Leadership Values of the Clovis Unified School District* (p. 20) and then discuss one of the prompts below.

“What have you heard about Clovis Unified?”

That was a favorite interview question of one long-time district administrator. In response, he’d often hear comments about how much was expected of employees and students, how high standards were set, and about the push for excellence that was ingrained in the organization. “Hmm,” he’d reply, “well, that’s all true! Do you still want to work here?”

In Clovis Unified, we want people who don’t just have “jobs,” but who have “responsibilities.” If you hire self-disciplined employees, you won’t have to spend a lot of time on discipline. Great leaders never compromise during the hiring process. They are rigorous and thorough because, as much as a leader interviews someone for skill set and attitude, potential employees should weigh whether their personal wants and needs are a good match for the culture of the organization.

In his book, *Good to Great*, author Jim Collins says successful organizations with strong core values will expel like a virus anyone who doesn’t share those values, or the person will be so uncomfortable in the organization, that the individual will self-eject. You can’t pay someone to care, and yet it’s the level of care that makes the difference between good and great. We intentionally look for people who care.

Emerging Leaders (101): What are some of the qualities of Clovis Unified organizational culture that hold value for you? What systems are or can be put into place to ensure the hiring process continues to identify individuals who share the core values of Clovis Unified?

Established Leaders (201): As a leader, what action steps are you taking to ensure you continue to hire the best people for your team and for Clovis Unified? What are some strategies you use to help your team understand the organizational culture and core values of the Clovis Unified School District?

Tenured Leaders (301): Read these quotes from Jim Collins addressing how great organizations maximize performance, and then discuss the question: “What are practical steps that we have in place to promote hiring the right people for our organizational culture? What is working well about that process and what could be improved upon?”

- “Expending energy trying to motivate people is largely a waste of time... if you have the right people on the bus, they will be self-motivated.”
- “We found that for leaders to make something great, their ambition has to be for the greatness of the work and the company, rather than for themselves.”
- “The good-to-great companies made a habit of putting their best people on their best opportunities, not their biggest problems.”
- “It is not the content of a company’s values that correlates with performance, but the strength of conviction with which it holds those values, whatever they might be.”